

Creating a Sustainable Leadership Talent Pipeline

Design and delivery of a 10 month ILM leadership development programme

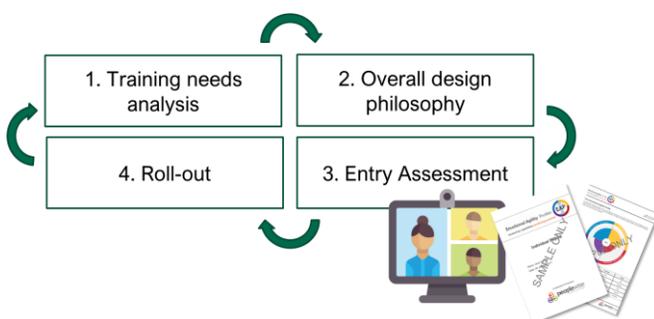
OVERVIEW

In 2017, a review of an existing talent programme for emerging leaders revealed that it was unfit for purpose to support emerging leaders to successfully make the transition from technical operational roles to leaders of others within the context of a CRES FM business.

As a result, the EMEA Learning & Talent team engaged with **peoplewise** to scope, design and deliver an ILM 3 management development programme. Since the programme launched, over 300 aspiring leaders in seven countries across Europe have successfully graduated and obtained their ILM 3 certification, with a 100% graduation rate representing a 90% improvement. A further 184 learners are currently enrolled and are on track to graduate in 2020. The programme is scheduled to roll out in a further 3 countries across EMEA in 2020/21.

The programme was shortlisted as a finalist in the CIPD Award for Best HR/L&D Supplier, in Autumn 2018.

Figure 1. Our approach



Testament to the success of the programme, was commissioning of **peoplewise** to design and deliver ILM 2, 5, 6 & 7 to develop leadership pipelines across the length and breadth of the organisation.

WHAT WE DID

We took a 4-step approach to designing and delivering the programme.

- 1. Training needs analysis.** We interrogated existing programme content, learner feedback and conducted stakeholder interviews to understand why the existing programme was failing to meet requirements, and to identify the knowledge, skills and behaviours required to deliver optimal performance now, and in future roles.
- 2. Overall design philosophy.** We designed content and processes that would support the transition from operational to leadership roles, as well as incorporating horizontal development (the skills to do the job) and vertical development (how to function at increasing levels of complexity and leadership).
- 3. Entry assessment.** We recommended a new fair, objective and transparent 'learner readiness assessment' to ensure those selected were prepared and suitable for the LDP, and had potential for future stretch roles.

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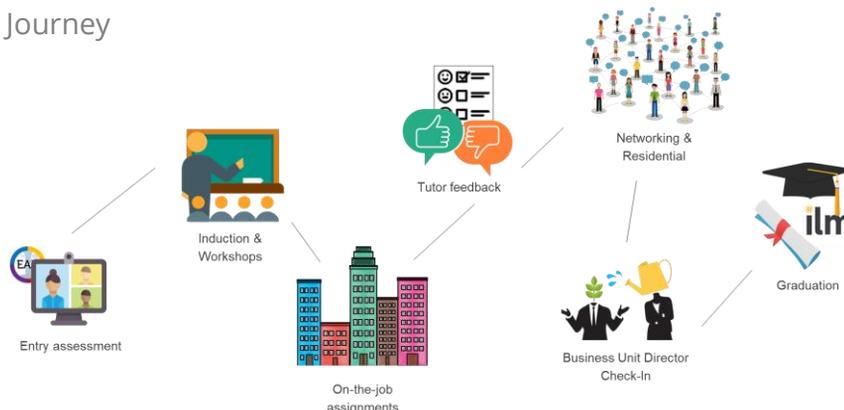
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4. Design & Roll-out. We applied a co-creation approach to engage stakeholders and gain input and sign-off for the concept, structure, entry process, learning content and desired outcomes. We mapped ILM and programme content to the organization's competency framework and incorporated business-specific modules to ensure that learners would have the requisite commercial acumen and enterprise knowledge, along with leadership skills to deliver the growth strategy. Senior leaders shared content including case studies, business strategy and example applications of key management theories. The nomination process was co-created and co-delivered. A dedicated programme office and online platform provided a central host of resources and point of communication, including timetable of events and assignment deadlines, with real-time progress overview. At any one time, up to 200 learners were registered with new cohorts commencing every 6-8 weeks. Data on learner progress was available in real-time with regular reports provided.



The final solution comprised a 10-month LDP that incorporated ILM, business-specific and **peoplewise** modules, delivered using a blended virtual and face-to-face approach, as outlined in Figure 2 below. ILM units were selected to tailor the qualification to specific requirements, as well as having clear links to the strategic priorities, values and competency framework. To maximise learning stickiness and transfer, there was a strong emphasis on business application, as well as career and development discussions. At the end of the programme, several cohorts attended a celebratory graduation event, with awards highlighting outstanding examples of application of learning, learner collaboration, and evidence of behaviours that reflect the organisation's culture and values.

Figure 2. Learner Journey



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OUTCOMES

As a result of participating in the programme, 100% of learners gained an internationally recognised ILM3 qualification, with a reported positive impact on learners, in line with the organization's strategic objectives. There has been a tangible impact on business results, including:

- ✓ **14% improvement** in performance appraisal ratings
- ✓ **30% increase** in innovations & successful implementations x ILM attendees vs. non-attendees
- ✓ **Over 60%** of initial ILM attendees have been recently promoted
- ✓ **Senior leadership satisfaction** with the talent pipeline of leaders ready to meet the organization's future growth and challenges

Figure 3. Learner impact

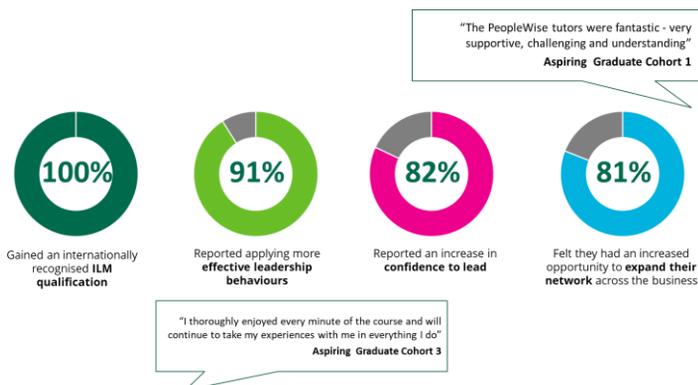


Figure 4. Impact on performance



“ The depth of understanding of our business which is shown across the whole PeopleWise team is second to none, with the resulting output a quality, thoughtful, talent programme, solidly weighted in research, proven methodology and more importantly, bespoke to our business. The talent pipeline which is resulting from the programme is providing leaders for today and the future and successfully answering the succession gap which we were previously experiencing ”

Head of Talent EMEA

peoplewise is one of the world's leading business psychology organisations. Every day it enables change in individuals, teams and organisations, transforming from the inside out.

Its primary focus is to promote strategic growth and change at all levels of an organisation, by combining psychological insights and evidence-based best practice with a comprehensive appreciation of an organisation's business goals. It does this by designing and delivering innovative, sustainable cost-effective solutions that deliver.

peoplewise has expertise in human behaviour, strategic organisational research, change management, leadership assessment & development and research methods.

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